

Company Registration No. 01576093

The British Olympic Association

(Limited by Guarantee)

Report and Financial Statements

31 December 2019

The British Olympic Association
Report and financial statements 2019

Contents	Page
Officers and professional advisers	1
Strategic report	3
Directors' report	11
Audit Committee report	16
Directors' remuneration report	18
Directors' responsibilities statement	21
Independent auditor's report	22
Statement of income and retained earnings	25
Statement of financial position	26
Statement of cash flows	27
Notes to the accounts	28

The British Olympic Association

Report and financial statements 2019

Officers and professional advisers

Patron

Her Majesty The Queen

President

Her Royal Highness The Princess Royal

Chair

Rt Hon Sir Hugh Robertson KCMG

Vice Chair

A Phelps CBE

Chief Executive Officer

A Anson (appointed 16 May 2019)

W Sweeney (resigned 2 May 2019)

Olympic National Governing Bodies' & Athletes' Representatives

H Chalmers MBE (resigned 28 November 2019)

V Gosling OBE (appointed 28 November 2019)

B Hawes

I Howard TD (resigned 28 November 2019)

D Joy

A Scoular (appointed 28 November 2019)

S Treseder OBE

G Usher (appointed 28 February 2019)

Independent Non-Executive Directors

A Anson (resigned 16 May)

Baroness Margaret Ford OBE

D Ross

J Slot (appointed 28 Nov 2019)

V Venkatesham

IOC Members

Sir Craig Reedie GBE

Company Secretary

S Uddin

The British Olympic Association

Report and financial statements 2019

Officers and professional advisers (continued)

Main bankers

Lloyds Bank plc
25 Gresham Street
London EC2V 7HN

Auditor

BDO LLP
55 Baker Street
London W1U 7EU

Solicitors

Farrer & Co.
66 Lincoln's Inn Fields
London WC2 3LH

Headquarters and registered office

101 New Cavendish Street
London W1W 6XH

The British Olympic Association

Report and financial statements 2019

Strategic report

This report details the activities of the British Olympic Association, outlining its purpose, governance mechanisms and significant projects and events to have taken place in 2019.

Principal activities

The British Olympic Association ('BOA' and/or the 'Company') is the National Olympic Committee (NOC) for Great Britain, Northern Ireland and UK dependent territories that do not have their own NOC.

The BOA's vision is to unite and inspire the nation through the power of Olympic sport.

The BOA provides services to the National Governing Bodies of Olympic Sports who are its members, to help support the development of their sports and the ultimate success of their athletes at the Olympic Games.

The Company's primary role is to:

- select, lead and manage Team GB at both Olympic and Olympic Winter Games and International Olympic Committee (IOC), European Olympic Committees (EOC) and Association of National Olympic Committees (ANOC) accredited events such as Youth Games, Youth Festivals, the European Games and World Beach Games;
- develop the Olympic Movement and promote the principles and values of Olympism in its territory; and
- remain financially autonomous and independent.

The BOA relies principally on commercial revenues derived from its unique brand assets, association with the Olympic Movement, fundraising events and some financial support from the IOC to finance these activities.

Governance

The Board of directors continues to apply the principles of good corporate governance. Whilst maintaining structures regarded as good practice under the UK Corporate Governance Code, the Company has also aligned closely with the principles set out in 'A Code of Sports Governance', notwithstanding the fact that it does not expect to be in receipt of any Sport England or UK Sport funding. As part of its ongoing compliance the Company continues to monitor the external landscape and proactively makes changes where necessary.

Games review

The BOA competed in four separate multi-sport events during the year, including the second edition of the European Games, the inaugural 2019 ANOC World Beach Games and two European Youth Olympic Festivals.

The events allowed the BOA to continue to test its systems and processes, as well as equip key staff with important multi-sport Games experience ahead of the Tokyo 2020 Olympic Games.

The British Olympic Association

Report and financial statements 2019

Strategic report (continued)

Tokyo 2020 Games

The Tokyo 2020 Olympic Games were postponed on 24 March 2020, due to the COVID-19 global pandemic. The Games have now been rescheduled to take place between 23 July and 8 August 2021.

The decision of the International Olympic Committee (IOC) and the Tokyo Organising Committee (TOCOG) represented the first time an Olympic Games had been postponed in peacetime. As a result of this decision the Olympic Games will continue to be known and branded as the Tokyo 2020 Olympic Games and, as such, all references to Tokyo 2020 in this report will relate to the restaging of the Games in 2021 unless stated otherwise.

Since the postponement the staff of the BOA have negotiated with all major partners in Japan to roll over the original 2020 agreements into 2021. These include the following significant agreements:

- Keio University (Preparation Camp)
- Todoroki Stadium (Preparation Camp)
- Yokohama International Pool (Preparation Camp)
- Intercontinental Hotel, Yokohama (Preparation Camp)
- KeikYu Ex Inn (Non-accredited personnel accommodation)
- Odaiba School (Performance Lodge)

All other accommodation and transport providers have agreed to provide the BOA with the same facilities and service agreements in 2021.

A number of reconnaissance trips to Tokyo took place during 2019, with a host of sports visiting the environment as well as taking the opportunity to support a simulation of Team GB's preparation camp plans. This involved athletes and support staff familiarising themselves with the principle preparation facilities at the Yokohama International Pool, the Todoroki Stadium in Kawasaki and Keio University's Hyoshi Campus.

Team GB Chef de Mission Mark England attended a week-long seminar for National Olympic Committees in Tokyo, as the local Organising Committee (OCOG) presented the then final Games overlay and plan. The seminar represented the only opportunity in the year to access the Olympic Village and venues, and to address important issues and input into the OCOG's thinking.

Having been the first NOC to secure its accommodation block in the Olympic Village, Team GB athletes can be assured of an excellent facility, well constructed and in a good location.

Test events took place across Tokyo during 2019, including triathlon and sailing, allowing the opportunity to gather intelligence and learnings from operating in the Games environment. The OCOG continue to learn their own lessons in respect of event staging, particularly in relation to weather conditions which remain one of the most significant considerations ahead of the Games.

During 2019 the BOA named the first 17 athletes to be selected for Team GB at Tokyo 2020.

Olympic champions Hannah Mills and Giles Scott were among 12 sailors named in October, and they were joined by five canoeing athletes later that month with Rio 2016 gold medallist Liam Heath heading the list. All of these athletes remain selected for the rescheduled Tokyo 2020 Olympic Games. The canoe team selection was announced at an event hosted at the Foreign and Commonwealth Office in central London to celebrate the 55th anniversary of the Tokyo 1964 Olympic Games. Close to 30 British Olympians from 1964 attended the event, ahead of the team's return to the city.

The British Olympic Association

Report and financial statements 2019

Strategic report (continued)

Minsk 2019 European Games

A team of 100 athletes represented Team GB in 10 days of competition in the Belarusian capital, Minsk, as it hosted the second edition of the European Games in June 2019.

Team GB competed across 11 sports collecting 23 medals in the process; six golds, nine silver and eight bronze.

Led by Chef de Mission Paul Ford, Team GB's first gold was secured on day two of the Games courtesy of the women's recurve archery team of Naomi Folkard, Sarah Bettles and Bryony Pitman.

Boxing secured seven medals across the team with golds for Lauren Price and Pat McCormack, while there were five medals for badminton, including double gold for Marcus Ellis in the men's doubles with Chris Langridge and mixed doubles with Lauren Smith. Ellis then had the honour of being selected as Team GB's flagbearer for the Closing Ceremony.

There were also medal wins for cycling, on both road and track which included Madison gold for Megan Barker and Jess Roberts, as well as artistic gymnastics, shooting and judo.

It was announced that the third edition of the European Games will be hosted in the Polish city of Krakow in 2023.

Doha 2019 ANOC World Beach Games

The World Beach Games concluded in October 2019 with two medals for Team GB coming in the final days of competition, as over 1,200 athletes from 97 countries competed in the first ever edition of the event in Doha, Qatar.

Guy Bridge's kite foil bronze made history as Team GB's first ever World Beach Games medal, while Team GB women's beach soccer team secured a silver medal, after a 3-2 defeat to Spain in the final.

Team GB, led by three-time Olympian and Chef de Mission Caitlin McClatchey, were represented in six disciplines comprising aquathlon, beach soccer, bouldering, kite foil racing, water ski and wakeboard.

Sarajevo 2019 European Youth Olympic Winter Festival

The BOA took a 27-strong athlete delegation to the Sarajevo & East Sarajevo 2019 European Youth Olympic Winter Festival in February, with the team returning with two medals.

The mixed curling quartet won all eight of their matches to win gold and they followed the bronze medal success of 16-year-old snowboarder Gabe Adams in the big air event.

The double medal success was the joint-best return for a Team GB delegation at a European Youth Olympic Winter Festival, with Sarajevo hosting the 14th edition of the event.

In total, Team GB, led by Chef de Mission Lewis Coggins, competed across seven of the eight disciplines in Bosnia and Herzegovina with the Festival attracting 1,500 athletes from 50 European nations.

Baku 2019 European Youth Olympic Festival

Team GB finished second in the medal table at the Baku 2019 European Youth Olympic Festival.

The team ended the Festival with 25 medals; 11 gold, 12 silver and two bronze, securing second place on the medal table behind Russia despite only competing in six of the 10 sports.

The British Olympic Association

Report and financial statements 2019

Strategic report (continued)

Four of the six sports returned to the UK with medals, with swimming the most successful with 18 (six gold, 11 silver and one bronze), gymnastics finishing with four (two gold, one silver and a bronze), a double gold for cyclist Zoe Backstedt and Matilda Mutavdzic's tennis gold.

Young judo star Tatum Keen led Team GB into the Opening Ceremony after being selected as Flagbearer by Chef de Mission, Elaine Skilton, whilst gymnast Ondine Achampong was named Team GB's Closing Ceremony Flagbearer after a vote by her fellow athletes.

Business review

The penultimate year of the quadrennium was challenging for the British Olympic Association as the UK sports sector endured further political and commercial uncertainty. However, despite this backdrop, the Company continued to progress positively towards its revenue targets ahead of the original date for the Tokyo 2020 Olympic Games.

The postponement of the Tokyo 2020 Olympic Games by a calendar year has placed considerable pressure on the business and its commercial funding strategy. The offices of the BOA closed in March 2020 due to the COVID-19 pandemic with the workforce working remotely.

Andy Anson took office as Chief Executive Officer in November 2019. Andy is an experienced CEO who has served as a non-executive Director since 2011. He replaced the outgoing CEO, Bill Sweeney, who left in May 2019 to take up the same role at the Rugby Football Union.

Andy joined from Goals Soccer Centres PLC where he had been CEO, having previously worked in football as the Commercial Director of Manchester United and tennis as the CEO of the ATP World Tour in Europe as well as for other leading sports retail and marketing organisations.

Furthermore, three new members joined the Board of the BOA following the Company's General Meeting in November.

Vicky Gosling OBE and Andrew Scoular, the CEOs of GB Snowsport and British Judo respectively, joined the Board replacing two outgoing sports representatives – Hew Chalmers and Ian Howard, who had completed their terms. Juliet Slot, who worked on the London 2012 bid and as Chief Commercial Officer at Ascot Racecourse, joined as an Independent Non-Executive Director (INED).

Business performance

The Company's achievements in the period are measured against a number of performance indicators including revenue, cost control, operating profit, cash flow, levels of borrowing and maintenance of sufficient reserves, as well as monitoring total contracted and pipeline revenues. Year-on-year comparisons are not meaningful due to the cyclical nature of the organisation.

The critical long-term objective of the Company is to generate revenue to fund operations across each quadrennium. Due to the postponement of the Tokyo Games until 2021, the Company's key priority is to ensure sufficient funding for the five-year period from 2017-2021 to deliver a safe and secure, but performance led environment for the Tokyo Games. Following a root and branch review of all BOA operations, the Company has been able to reduce the target for the 2017-2021 period to £68.2m which on a like-for-like basis is 27% higher than the amount required for the previous quad. In relation to this, the key performance indicator is the level of secured income achieved against this target which was at 92% at the year-end 2019, versus 88% at the equivalent point in the previous four-year cycle (2015). At the time of writing secured income achieved was 94% of target. Further to this, the annual revenue for 2019 was £13.3m compared to £10.1m for 2015.

The British Olympic Association

Report and financial statements 2019

Strategic report (continued)

The Company's closing position in 2019 beat expectations, reporting a £2.2m profit for the year, which was achieved through a combination of contracting a number of new domestic partners and strong cost control. This profit of £2.2m for 2019 is a significant improvement on the level of profit in 2015, which was £1.2m. This is due to cost growth being held at a lower level than income growth (23% vs 33%) and the strong performance of the investment portfolio as it more than recovered the losses incurred in 2018.

The business considered the potential impact of the ongoing uncertainty related to the delayed Brexit outcome. The assessment was and remains that the BOA would be in a position to manage any associated risks and that it is not presently deemed material to the ongoing operations of the Company.

Commercially the BOA was able to secure investment from several new partners and suppliers in the year, whilst at the same time managing costs appropriately as investment into the major Tokyo Games project continued in line with the overall business strategy.

Aldi confirmed their status as one of the BOA's longest serving partners as they renewed their existing partnership by a further four years through until 2025, taking in a third Olympic cycle – Paris 2024 – and securing a decade-long relationship with Team GB. Shortly after the turn of the year the BOA completed an agreement with British Airways, who will again be the official airline carrier of Team GB for the Tokyo 2020 Olympic Games. This agreement is currently being renegotiated due to the impact the COVID-19 Pandemic has had on both the staging of the Olympic Games and the travel and airline sector as a whole.

Following the postponement of the Tokyo 2020 Olympic Games in March 2020 the BOA sought to extend the rights of all commercial partners through to 2021 – to cover the re-scheduled Games – where they were due to terminate in 2020. The great majority of commercial partners have confirmed their extension and the BOA is thankful for their support in these difficult times. There remains the risk that any of the BOA's commercial partners may be more significantly impacted by the downturn and the commercial staff of the BOA are in regular communication with them where these concerns do exist.

Six new partnerships and three new supplier arrangements were announced during the period (all until the end of December 2021 unless otherwise stated), including:

- Dreams – Official Partner of Team GB; Sleep
- Haven Holidays – Official Partner of Team GB; Holidays
- McVitie's – Official Partner of Team GB; Biscuit
- Persimmon Homes – Official Partner of Team GB; Housebuilder (term until 2022)
- Purplebricks – Official Partner of Team GB; Estate Agent
- University of Hull – Official Partner of Team GB; University (term until 2022)
- Ben Sherman – Official Supporter; Ceremony Wear (term until 2022)
- DB Schenker – Official Supporter; Logistics (term until 2022)
- Whole Earth – Official Supporter; Peanut Butter and Spreads

At the time of writing the Company remained in a number of discussions with further prospective partners.

The British Olympic Association

Report and financial statements 2019

Strategic report (continued)

Many of the BOA's partners and suppliers continue to contribute to the Company's activations and marketing promotion both in the run up to and during Games. The BOA is supported by the following partners and suppliers:

IOC Worldwide Partners:

Airbnb	Alibaba Group	ATOS	Bridgestone
Coca-Cola	Dow	GE	Intel
Omega	Panasonic	P&G	Samsung
Toyota	Visa		

BOA Official Partners:

adidas	Aldi	British Airways	Deloitte
DFS	Dreams	Haven	McVitie's
Ocean Outdoor	Persimmon	Purplebricks	University of Hull

BOA Official Suppliers:

Ben Sherman	DB Schenker	Simon Jersey	STH
Whole Earth			

During 2019 the total numbers of licensees sat at 25 and has since grown to a total of 40 in early 2020, including children's publishing with specialist Egmont, Royal Mint collectable coins, fine art, sports equipment and homeware. Highlights during the year included Ben Sherman signing a licensing programme and agreement to supply Opening and Closing Ceremony wear. Brompton bicycles will be supplying a fleet of bicycles for Tokyo as part of an agreement that also targets licensed sales of Team GB branded bicycles.

Team GB's online retail shop launched the adidas one range and Team GB Tokyo collections, yielding the highest daily sales figures for a non-Games year, whilst an agreement was reached to secure a location for a store – which will be open to the general public – in Tokyo at the Olympic Games.

Financial summary

The BOA completed the year with a turnover of £13.3m (2018: £10.6m), a profit of £2.2m (2018: Loss of £0.8m) and a cash balance of £4.1m (2018: £0.9m).

The BOA looks forward to securing its revenue targets and managing costs to enable delivery against its strategic priorities, including the restaged Tokyo 2020 Olympic Games.

Post balance sheets events and going concern

A further surge in COVID-19, resulting in the cancellation of the Tokyo 2020 Games planned for 2021, would have a significant impact on the BOA's financial position. Consequently, as described in Note 3 to the accounts, in addition to the normal sensitivity analysis around commercial outcomes, the Board has considered a number of Games cancellation scenarios at key points in time, to stress test the possible impacts on the organisation.

The directors have determined that cancellation of the Games later than May 2021 would create a material uncertainty that may cast significant doubt about the company's ability to continue as a going concern, but the going concern basis remains appropriate.

The British Olympic Association

Report and financial statements 2019

Strategic report (continued)

Other matters

Aside from its main activities of managing multi-sports Games and generating sufficient commercial revenues the BOA was responsible for handling a number of other events and matters during the period.

Rule 40

In October 2019 the BOA published refreshed guidance in relation to the IOC's Rule 40 – governing the commercial rights of athletes and brands around the Tokyo 2020 Olympic Games.

Despite a general relaxation of the Rule, the BOA was met with a legal challenge from a group of athletes (the Claimants) requesting further concessions in respect of their ability to attract and work with personal sponsors at Games-time.

With the support of the BOA Athletes' Commission, the BOA established dialogue with the Claimants and their representatives to seek a positive solution to the issue for the benefit of all athletes. The BOA has since agreed to make some changes to its Rule 40 position which will provide greater commercial freedom to athletes whilst preserving the BOA's commercial model. The Claimants have agreed to cease their legal action against the BOA with the parties agreeing to revisit the position following the restaged Tokyo 2020 Olympic Games.

Office relocation

The Company moved headquarters during 2019, leaving its former home of 10 years at 60 Charlotte Street for new premises on nearby New Cavendish Street.

The office move represented the most significant project the Company undertook during the year, as the third-floor property at 101 New Cavendish Street required a complete design and build of what was previously an empty floor space.

The move followed the expiration of the lease at Charlotte Street and allowed the BOA to maximise its ability to invest in its core activities through more favourable commercial terms over the life of the new lease arrangement. Over the term of the lease, the Company has secured in excess of £1m of savings compared with the anticipated costs of remaining at 60 Charlotte Street.

In November, Her Royal Highness The Princess Royal, officially opened the new offices of the BOA, the British Paralympic Association, GB Snowsport and the British Olympic Foundation.

The New Cavendish Street offices, as well as being headquarters for the four organisations, serves as a base for all national governing bodies for Olympic sports from around the UK to meet.

Medal reallocations

Goldie Sayers was awarded her Beijing 2008 Olympic bronze medal in front of a large crowd at the London Anniversary Games.

Nearly 11 years after a javelin throw of 65.75m initially earned a fourth-place finish in China, Sayers received her reallocated medal from IOC Member Sir Craig Reedie GBE, following the disqualification of the second placed Russian athlete.

Later in the year Britain's four-man bobsleigh team from the Sochi 2014 Olympic Winter Games received their reallocated bronze medals at the 2019 Team GB Ball in central London.

The British Olympic Association

Report and financial statements 2019

Strategic report (continued)

Following the disqualification of the Russian crew for doping offences, the GB crew of John Jackson, Bruce Tasker, Stuart Benson and Joel Fearon were awarded the medals on stage by Her Royal Highness The Princess Royal.

British Olympic Foundation

The British Olympic Foundation (BOF) is the charitable arm of the British Olympic Association, responsible for the development of the Olympic Movement, its ideals and values and encouraging participation and awareness of Olympic sport within the UK.

The BOF aims to create learning opportunities for young people through sport as well as education to encourage personal development, fair play and personal excellence.

Get Set, the Team GB and ParalympicsGB youth engagement programme managed by BOF, continued its activities in 2019, with a total 27,807 UK schools and youth groups engaging with the programme, reaching 290,329 young people in the 2018-19 school year.

In July 2018 Sport England awarded Get Set funding to support a pilot of the planned 2019-20 initiative Travel to Tokyo, which was carried out in Liverpool. Following the success of the pilot, Sport England awarded £2.6million to extend the project throughout England. Further discussions continue to roll-out the initiative across other home nations.

Other activities

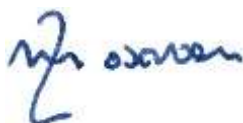
The BOA's Athletes' Commission (AC) appointed Lizzie Simmonds – a double Olympian – as Vice Chair, to serve a two-year term running from January 2019 to December 2020. Simmonds, who has been a member of the BOA AC since November 2016, will support Chair Ben Hawes with the leadership and strategic direction of the Commission and act as an athlete representative (and member) on the BOA's National Olympic Committee.

The 2019 Team GB Ball was hosted at Old Billingsgate. This is the major annual fundraising event for the BOA. The Ball was hosted by Olympian Jeanette Kwakye and comedian Justin Moorhouse, raising a considerable amount in support of the BOA's fundraising targets, as over 40 tables were hosted on the evening.

The BOA continues to administer the Athlete Medical Scheme, on behalf of UK Sport, for 1,300 current and future Olympians and Paralympians. The scheme gives nominated athletes access to private health care.

August Bank Holiday weekend saw the return of I Am Team GB 'The Nation's Biggest Sports Day' with over 400 sports participation events taking place across the country. At the heart of this day of activity were four hero events in Sunderland, Milton Keynes, Bristol and Westfield London where four-time gold medal winning cyclist Laura Kenny led a day of activities. The initiative, supported by Toyota, ran for the first time in a non-Olympic Games year and attracted tens of thousands of participants. I Am Team GB will return in 2020 and again immediately after the Tokyo 2020 Olympic Games in 2021.

Approved by the Board of Directors
and signed on behalf of the Board



Rt Hon Sir Hugh Robertson KCMG
Chair

Date 25 November 2020

The British Olympic Association

Report and financial statements 2019

Directors' report

The directors present their annual report and the audited financial statements for the year ended 31 December 2019.

Results

The result for the year was a profit after taxation of £2,162,143 (2018: loss of £801,230).

The financial results for the year are shown in the statement of income and retained earnings on page 25

A review of the business is provided in the strategic report.

Directors

The directors of the Company who served throughout the year, except as noted, are shown in the list of officers and professional advisers on page 1.

Directors' indemnity provision

The Company has taken out insurance in respect of claims against directors arising from the undertaking of their duties as directors of this company.

Donations

During the year the Company made the following charitable donations:

	2019	2018
	£	£
British Olympic Foundation	<u>247,948</u>	<u>319,318</u>

Financial risk management objectives and policies

The Company uses financial instruments including a bank credit facility, bank loan, cash and various other financial assets and financial liabilities, such as trade debtors and trade creditors that arise directly from its operations. The main purpose of these financial instruments is to provide finance for the Company's operations. The existence of these financial instruments exposes the Company to a number of financial risks which are described in more detail below.

The British Olympic Association

Report and financial statements 2019

Directors' report (continued)

The main risks arising from the Company's financial instruments are currency risk, interest rate risk, price risk, liquidity risk and credit risk. The directors review and agree policies for managing each of these risks and they are summarised as follows.

1. Currency risk

The Company receives a portion of its revenues and incurs a portion of its costs in foreign currencies. The Company has established a policy of hedging to protect against exchange rate fluctuations and to provide the Company with increased certainty over its likely Sterling revenue and expense. The application of the hedging policy is overseen by the Investment Committee and the Company has entered into foreign currency derivative financial instruments to execute this policy.

2. Interest rate risk

The Company finances its operations through a combination of retained profits and bank borrowings. The Company's exposure to interest rate fluctuations on its borrowings is small compared to its overall operations. The directors do not consider it necessary to manage the risk through the use of financial instruments, but keep the position under review. Following the year end, the Company has taken out additional bank borrowing to finance the relocation of its head office. The loan has been secured using a fixed rate of interest to protect against interest rate fluctuations.

3. Price risk

The Company maintains a portfolio of listed investments, which is subject to risk from changes in market valuation. This risk is mitigated by utilising a regulated portfolio management company to manage the risk on the BOA's behalf. The Company has established an Investment Committee comprised of members of the Board, an independent member deemed to have appropriate skills and expertise in this area and management to provide oversight over the investment portfolio.

4. Liquidity risk

The principal liquidity risk facing the Company relates to its ability to raise sufficient funding to fully meet its objectives as described under 'Principal activities'.

The BOA continues to fund its programme of activities in support of Team GB and the Olympic Movement through a number of revenue initiatives and is expecting to secure circa £68.2m of net revenue funding to meet the requirements for the 5-year period 2017-2021. The BOA manages the expenditure element of this cash flow risk through rigorous internal cost controls and pro-active cash flow management.

The Company manages this financial risk by ensuring sufficient liquidity is available to meet foreseeable needs and to invest cash assets safely and profitably. Short-term flexibility is achieved through a bank credit facility. At the end of the financial year, the Company had access to facilities totalling £5.8m comprised of cash at bank and in hand of £3.8m and a credit facility of £2.0m. The credit facility has been renewed until December 2020. The Company has put in place contingency plans to deal with a shortfall in funding should the situation arise. These plans include agreement to increase the credit facility to £3m in 2021, pro-active working capital management to deal with short-term pressure points, further expenditure controls to limit spending in 2020 and 2021, controlled realisation of investment assets and utilisation of cash reserves.

The British Olympic Association

Report and financial statements 2019

Directors' report (continued)

5. Credit risk

The Company's principal financial assets are cash and trade debtors. The credit risk associated with cash is limited, as cash is held with the Company's bank which has a high credit rating. The principal credit risk arises, therefore, from its trade debtors.

In order to manage credit risk, the Company assesses customers based on a due diligence process including third party credit references. Outstanding balances are reviewed on a regular basis in conjunction with debt ageing and collection history. The directors recognise that there is an elevated risk of bad debts to the business in the current economic climate. The Company provided £Nil on 31st December 2019 (2018: £520) in relation to bad and doubtful debts.

Strategic and operational risk management

The BOA maintains a risk register which captures strategic and operational risks for both business-as-usual and Games-related activities. All risks and mitigating actions are reviewed quarterly by the senior leadership team. The Games-related risks are reviewed monthly by the Games Leadership Team and project area leads. The key operational risks are escalated internally as appropriate, to ensure that appropriate actions have been taken to manage those risks. Risks identified as being likely to cause a material impact on BOA operations or reputation are escalated immediately to the Audit Committee. Management report quarterly to the Audit Committee commenting on any risks altered added or removed and providing the full risk register for review.

Disclosure of information to auditor

Each of the persons who is a director at the date of approval of this report confirms that:

1. So far as the director is aware, there is no relevant audit information of which the Company's auditor is not aware; and
2. The director has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provision of s418 of the Companies Act 2006.

Auditor

The auditor, BDO LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

The British Olympic Association

Report and financial statements 2019

Directors' report (continued)

Corporate governance

The Board of directors continues to apply the principles of good corporate governance.

The Board holds regular meetings and is responsible for formulating, reviewing and approving the Company's strategy, budgets, major items of expenditure and performance indicators, as referenced within the business review in the strategic report.

The Board has established four committees to deal with specific aspects of the Company's affairs.

1. The Athlete's Commission is made up of Olympians who have competed for Team GB at an Olympic Games within the last 12 years. Members are elected by British Athletes. The Commission Chair is elected by the then current members of the Commission, and is a board member and company director; the Chair is Ben Hawes. The Commission met six times during the year and twice since the year end. Members of the Commission:

Director: B Hawes (Chair)

Athletes' representatives: E Boateng, A Fuller, A Gemili, Dame Katherine Grainger, J Rodwell, J Rowsell Shand MBE, L Simmonds (Vice-Chair), C Skinner, L Tancock, K Thomas, G Twigg MBE, E Yarnold OBE.

The Commission's primary purpose is to:

- ensure that every decision taken by the Company is informed by the Olympic athletes' perspective and that the interests of the athletes are part of the DNA of the Company.
 - advise the Board and executive management on all matters relating to Olympic operations, performance and policy from the perspective of Olympic athletes.
 - represent agreed policy concerning athletes' interests within the Olympic Family and other forums, as approved by the Board.
 - help the Company ensure that a suitable and effective range of services exists to support athletes' lives during and beyond competitive sport.
 - as requested by the Board, choose individual members of the Commission to represent the views of the British Olympic athlete in Olympic Family forums as required.
2. The Audit Committee has the responsibility to support and add value in the areas of, amongst other things, governance, strategy, finance and risk mitigation. The composition of the Committee and details of the activities undertaken are set out in the Audit Committee report on pages 16-17.
 3. The Remuneration Committee determines and agrees, in conjunction with the Board, the framework and policy for the remuneration of the Company's management and staff. The composition of the Committee and details of the activities undertaken are set out in the Directors' remuneration report on pages 18-20.

The British Olympic Association

Report and financial statements 2019

Directors' report (continued)

4. The Investment Committee, comprising at least two independent non-executive directors, is appointed by the Board and is chaired by David Ross. The Chief Executive Officer and Chief Financial Officer are management representatives of the Committee. It met once during the year and once since the year end. Members of the Committee:

Directors:	D Ross (Chair) A Phelps CBE
Independent member:	R Geffen
Management representatives	A Anson (CEO, appointed 27 February 2020) D Glassey (CFO, appointed 27 February 2020)

The primary role of the Committee is to provide oversight over the investment portfolio and the Company's foreign currency hedging arrangements. The Investment Committee meets regularly with the portfolio management company and reports to the Board on matters relating to the portfolio performance, including monitoring the BOA's responsible investment policy.

The committee Chairs report regularly to the Board on matters pertaining to those committees.

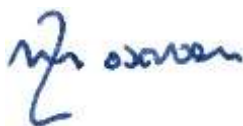
The directors acknowledge that they are responsible for the Company's system of internal control and consider that the maintenance of effective internal controls is of fundamental importance to achieving the Company's objectives. The Company's system of internal control is designed to manage rather than eliminate the risk of failure to achieve the Company's strategic objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Company ensures that all transactions and commitments to pay or receive value are subject to appropriate review and approval, including scrutiny of all significant transactions by a sub-group of the Board comprised of at least two independent non-executive directors.

The Company has established an International Relations sub-group comprised of members of the Board and management. The International Relations sub-group meets at least bi-annually with the primary purpose of contributing to the development and governance of international sport, influencing reform, sharing best practice and building collaborative partnerships that benefit the UK and the global sporting system, acting in collaboration with its domestic and international stakeholders.

The Company continues to operate with a senior leadership team, which has responsibility for recommending strategies to be approved by the Board and overseeing their implementation, it has established cross-functional working groups which are responsible for the operational execution of the agreed strategies.

Approved by the Board of Directors
and signed on behalf of the Board



Rt Hon Sir Hugh Robertson KCMG
Chair

Date 25 November 2020

The British Olympic Association

Report and financial statements 2019

Audit Committee report

The Audit Committee, comprising at least three non-executive directors, is appointed by the Board and is chaired by David Ross. It met three times during the year and has met twice since the year end. Membership is set out below:

Directors:	D Ross (Chair) A Anson (resigned 16 May 2019) S Treseder OBE I Howard TD (resigned 28 November 2019) A Scoular (appointed 28 November 2019)
Independent member:	D Cox

The Committee regularly invites the external audit lead partner, the Chief Executive Officer, the Chief Financial Officer and other non-members to attend its meetings. The Audit Committee meets privately with the external auditor at least once a year and liaises with Company management in considering areas for review.

The Committee's primary purpose is to assist the Board with the discharge of its responsibilities in relation to external audit and controls. This includes monitoring and reviewing the integrity of the financial statements of the Company in advance of its consideration by the Board, reviewing the adequacy of the Company's internal controls and risk management systems, and making recommendations to the Board in relation to the external auditor.

The Committee regularly reviews whether the members have the right blend of skills and experience within the Committee or at its disposal to carry out its role.

The key matters considered by the Committee are summarised below:

Financial and narrative reporting

- Reviewed the Annual Report and Financial Statements and considered whether, taken as a whole, they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for the period and provide the information necessary for members to assess the company's performance, business model and strategy.
- Resolved to make a formal annual report to the National Olympic Committee as members of the Company.
- Reviewed BDO's Management and Governance Report.
- Reviewed the suitability of the Company's accounting policies and practices including the accounting policy for the Dilapidations of the Company's property.
- Reviewed the Company's going concern assessment and statement, including the impacts of COVID-19.

Internal controls and Risk management Systems

- Quarterly reviews of the Company's risk register
- Reviewed the system of financial controls and considered the view of the external auditor in relation to the effectiveness of such controls
- Received updates on the Company's General Data Protection Regulations compliance
- Received updates on the external review of the Company's VAT compliance

The British Olympic Association

Report and financial statements 2019

Audit Committee report (continued)

Compliance, whistleblowing and fraud

- Reviewed the adequacy and security of the company's arrangements for its employees and contractors to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters.
- Reviewed the company's procedures for detecting fraud
- Review the company's systems and controls for the prevention of bribery

No incidents were reported during 2019.

External Audit

- Reviewed the external auditor report on the Annual Report and Financial Statements
- Considered the effectiveness of the external audit process
- Discussed the non-audit work, relating solely to Corporation Tax compliance, carried out by the external auditor and its impact on safeguarding audit independence.

Other matters

- Recommended to the Board the extension of BDO LLP as external auditor through until 2020.
- Considered the audit planning report, including the scope, materiality and fees for the 2019 audit

On behalf of the Audit Committee



David Ross
Chair of the Audit Committee

Date 25 November 2020

The British Olympic Association

Report and financial statements 2019

Directors' remuneration report

The Remuneration Committee, comprising at least two non-executive directors, is appointed by the Board and is chaired by Vinai Venkatesham. It met twice during the year and has met once since the year end. Membership is set out below:

Directors:	V Venkatesham (Chair)
	A Anson (resigned 16 May 2019)
	G Usher (appointed 19 September 2019)
Independent Member	H Beck (appointed 19 September 2019)

The Committee regularly invites the Chief Executive Officer, the Chief Financial Officer and the Head of Human Resources to attend its meetings.

The Committee's primary purpose is to determine and agree with the Board the framework and policy for the remuneration of the Company's management and staff, including an ongoing review of the appropriateness of the remuneration policy, approval of any bonus schemes, and total payments made pursuant to such schemes. It has specific responsibility to advise on the remuneration for the Company's Chair, Vice-Chair, the Chief Executive Officer and any other executive directors, any members of the Company's Athletes' Commission, the Secretary of the Company, and other designated senior executives.

The remuneration of independent non-executive directors for serving as members of the Board is a matter for the Board.

No director or manager is involved in any decisions relating to their own remuneration.

The key matters considered by the Committee are summarised below:

Director changes

During the year William Sweeney resigned from his role as Chief Executive Officer and left the Company and the Board in May 2019. Andrew Anson, already an independent non-executive director, joined the Company as Chief Executive Officer in November 2019. There being no effective Committee at the time, the Committee Chair and Company Chair discussed and agreed the remuneration relating to the role and in doing so determined that it should remain broadly in line with the remuneration previously set for the Chief Executive Officer, this was subsequently ratified by the Board.

Base salary

Base salaries are reviewed annually. In considering the cost of living increase, the Remuneration Committee takes into account affordability, price inflation and wage inflation.

In November 2019, the Board approved the Committee's recommendation for a cost of living increase of 1.7% of salary for all eligible staff with effect from 1st January 2020 (2019: 2.2%) plus an additional allowance of 1.7% to allow management discretion to award additional salary increases during 2020 (2019: 1.2%).

The British Olympic Association

Report and financial statements 2019

Directors' remuneration report (continued)

Bonus plans

All employees are entitled to participate in one of three bonus schemes operated by the Company, which cover the senior leadership team, the commercial team and all other staff. The three schemes only become payable if the Company meets its budget targets, amounts awarded are based on each individuals' performance against key performance indicators.

2018 Bonus:

In February 2019, the Committee considered bonus proposals in relation to 2018. Achieving budget allowed for the award of bonus, with the proportion of bonus actually paid based on individual performance levels against KPIs. The Committee recommended payment of the senior leadership team bonus at an average of 96% of potential, the commercial team at average 91% of potential and all other staff at average 97% of potential.

In addition, above budget performance allowed for the award of additional bonus to the senior leadership team and some members of the commercial team, with the proportion of additional bonus actually paid also based on individual performance levels against KPIs. The Committee recommended payment of the senior leadership team at average 96% and the commercial team at 100% of potential.

2019 Bonus:

The parameters for the 2019 bonus plans were agreed with the Board in November 2018 and February 2019.

In February 2020, the Committee considered bonus proposals in relation to 2019 business performance and individual performances, including both financial and operational measures. Achieving budget allowed for the award of bonus, with the proportion of bonus actually paid based on individual performance levels against KPIs. The Committee recommended payment of the senior leadership team bonus at average 98% of potential, the commercial team at average 74% of potential and all other staff at average 98% of potential.

In addition, one member of the commercial team was awarded additional bonus in respect of above budget performance at 100% of potential.

It was further agreed that although the senior leadership team qualified for additional bonus in respect of above budget financial performance, this would be deferred until such time that it was confirmed that the profitability for the quad is secured. The additional bonus would also be determined at average 98% of potential.

2020 Bonus:

The parameters for the 2020 bonus plans were agreed with the Board in November 2019 and February 2020.

Gender pay gap

Whilst the Company is not required to report formally on the gender pay gap, the Committee consider it good practice to keep this area under regular review. During the year, the Committee agreed that a framework will be developed, which captures the principles for the Equality and Diversity approach at the BOA and recommends aspirations for diversity as a whole which will be regularly reviewed by the Committee and the Board.

The British Olympic Association

Report and financial statements 2019

COVID-19

Following the onset of the COVID-19 global pandemic and the impact on the Company's financial position, the senior leadership team have agreed to waive their rights to the deferred additional bonus for 2019. Furthermore, the CEO and Chair have requested that their remuneration be reduced for 2020.

The Committee agreed with the Board and management that the priority should be to protect jobs and base salaries wherever possible. The Company utilised the Government's Coronavirus Job Retention Scheme to help facilitate this and at the time of writing had managed to maintain both jobs and base salaries. Staff have been informed that it is unlikely that the Company will be in a position to pay bonus for 2020.

Directors' remuneration report (continued)

Other matters

During the year the Committee hired Helen Beck as a new independent member and welcomed Georgina Usher as a new Board representative to the Committee. The Committee reviewed the terms of reference and provided feedback on the staff survey process as well as reviewing the framework for Human Resources policies including the Company's approach to mental health and well-being.

On behalf of the Remuneration Committee



Vinai Venkatesham
Chair of the Remuneration Committee

Date 25 November 2020

The British Olympic Association

Report and financial statements 2019

Statement of directors' responsibilities in respect of the financial statements

The directors are responsible for preparing the Strategic Report, the Directors' Annual Report and the financial statements in accordance with applicable law and regulations.

The UK Companies Act 2006 requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under that law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

The British Olympic Association

Report and financial statements 2019

Independent Auditor's Report to the Members of The British Olympic Association

Opinion

We have audited the financial statements of The British Olympic Association (the 'Company') for the year ended 31 December 2019 which comprise The Statement of Income and Retained Earnings, The Statement of Financial Position, The Statement of Cash Flows, and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2019 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material uncertainty relating to going concern

We draw attention to note 3 to the financial statements which indicates the directors' considerations over going concern including the potential impact of COVID-19. As stated in note 3, should the Tokyo 2020 Games be cancelled later than May 2021, the Company will require additional funding. There is no certainty that, if required, this funding will be forthcoming and this represents a material uncertainty exists that may cast significant doubt on the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

The British Olympic Association

Report and financial statements 2019

Independent Auditor's Report to the Members of The British Olympic Association (continued)

Other information

The directors are responsible for the other information. The other information comprises the information included in the Report and Financial Statements other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic report and Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and Directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report and Directors' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

The British Olympic Association

Report and financial statements 2019

Independent Auditor's Report to the Members of The British Olympic Association (continued)

Responsibilities of directors

As explained more fully in the Statement of Director's Responsibilities, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs(UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Paul Clark (Senior Statutory Auditor)

For and on behalf of BDO LLP, Statutory Auditor

London, UK

Date: 14 December 2020

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127)

The British Olympic Association

Report and financial statements 2019

Statement of Income and Retained Earnings For the year ended 31 December 2019

	Notes	2019 £	2018 £
Turnover	3,5	13,325,117	10,553,749
Cost of sales		(3,702,827)	(3,304,912)
Gross profit		9,622,290	7,248,837
Administrative expenses	6	(7,962,521)	(7,945,613)
Fair-value movement in fixed asset investments	12	479,843	(280,382)
Dividend income from equity instruments		103,298	93,970
Foreign exchange loss		(4,140)	(10,224)
Profit / (Loss) before interest		2,238,770	(893,412)
Interest receivable and similar income		11,167	1,543
Interest payable and similar charges	7	(30,824)	(11,286)
Profit / (Loss) before taxation	8	2,219,113	(903,155)
Taxation	10	(56,970)	101,925
Profit / (Loss) after taxation	16	2,162,143	(801,230)
Retained Earnings – Beginning of Year		4,381,239	5,182,469
Retained Earnings – End of Year		6,543,382	4,381,239

All activities derive from continuing operations.

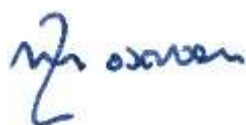
The British Olympic Association

Report and financial statements 2019

Statement of Financial Position As at 31 December 2019

	Notes	2019 £	2018 £
Fixed assets			
Property, plant & equipment	11	1,299,902	185,719
Investments: Financial assets measured at fair value through profit or loss	12	4,626,213	4,123,143
Other financial assets	13	-	273,521
Total fixed assets		5,926,115	4,582,383
Current assets			
Debtors	14	4,402,330	5,153,706
Other financial assets	13	234,522	93,860
Cash at bank and in hand		4,118,373	898,967
Total current assets		8,755,225	6,146,533
Creditors: amounts falling due within one year	15	(6,845,324)	(5,799,126)
Net current assets		1,909,901	347,407
Total assets less current liabilities		7,836,016	4,929,790
Creditors: amounts falling due after more than one year	15	(965,337)	(273,521)
Provisions for liabilities	18	(327,297)	(275,030)
Net Assets		6,543,382	4,381,239
Reserves	16	6,543,382	4,381,239

The financial statements of the British Olympic Association (registered number 01576093) were approved and authorised for issue by the Board of Directors on 25 November 2020 and signed on their behalf by Rt Hon Sir Hugh Robertson KCMG.



Rt Hon Sir Hugh Robertson KCMG
Chair

The British Olympic Association

Report and financial statements 2019

Statement of Cash Flows Year ended 31 December 2019

	2019 £	2018 £
Cash flows from operating activities		
Profit before interest	2,238,770	(893,412)
Adjusted for movements in:		
Foreign exchange loss / (gain) on cash	(6,185)	3,647
Depreciation charges	151,416	207,196
Loss on disposal of Fixed Assets	14,566	-
Fair-value movement in fixed asset investments	(479,843)	280,382
Dividend income from equity instruments	(103,298)	(93,970)
Interest paid	(32,925)	(9,184)
Changes in working capital:		
Increase in trade and other receivables	884,107	(3,214,947)
Increase in trade and other payables	111,393	2,014,047
Net cash flow from operating activities	<u>2,778,001</u>	<u>(1,706,241)</u>
Cash flows from investing activities		
Purchases of property, plant & equipment	(1,280,166)	(166,221)
Purchases of financial assets	(567,830)	(480,034)
Proceeds from sale of financial assets	544,603	557,153
Interest received	11,295	1,415
Dividends received	103,298	93,970
Net cash flow from investing activities	<u>(1,188,800)</u>	<u>6,283</u>
Cash flows from financing activities		
Drawdown of Loan Facility	2,000,000	-
Loan Repayments	(375,980)	-
Net cash flow from financing activities	<u>1,624,020</u>	<u>-</u>
Net increase / (decrease) in cash, cash equivalents and bank overdrafts	3,213,221	(1,699,958)
Cash, cash equivalents and bank overdrafts - Beginning of Year	898,967	2,602,572
Foreign exchange gain / (loss) on cash	<u>6,185</u>	<u>(3,647)</u>
Cash, cash equivalents and bank overdrafts - End of Year	<u><u>4,118,373</u></u>	<u><u>898,967</u></u>

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

1. General information

The Company is a United Kingdom company (registered number 01576093) with no share capital but limited by a guarantee from each member up to a maximum of £10 per member. It is incorporated and domiciled in England and Wales. Its registered office is at 101 New Cavendish Street, London, W1W 6XH.

The Company is the NOC for Great Britain, Northern Ireland and UK dependent territories that do not have their own NOC. The BOA provides services to the National Governing Bodies of Olympic Sports who are its members, to help support the development of their sports and the ultimate success of their athletes at the Olympic Games.

The financial statements are presented in Pounds Sterling (£), the Company's functional currency and rounded to the nearest £.

2. Basis of preparation

The financial statements have been prepared in accordance with Financial Reporting Standard 102 as issued by the Financial Reporting Council.

The particular accounting policies adopted are described below.

The Company is exempt from the obligation to prepare and deliver group accounts on the grounds that its sole subsidiary, Team GB Limited, is immaterial under Schedule 4 to the Accounting Regulations.

These accounts are prepared under the historical cost convention, except for the revaluation of certain financial assets and liabilities.

3. Principal accounting policies

Going concern

The BOA's business activities, together with the factors likely to affect its future development, performance and position are set out in the Strategic Report on page 3. At the year end, the BOA had a £2m bank credit facility available to support its day-to-day working capital requirements. This credit facility was renewed until December 2020 and agreed in principle to be extended until December 2021, with an increase in facility to £3m from July 2021. As disclosed in notes 12 and 15, the facility is secured on the BOA's investment portfolio.

The directors have considered events that have occurred both before and after the balance sheet date when determining whether there is a material uncertainty over the ability to continue as a going concern, including the effects of the Coronavirus outbreak.

A further surge in COVID-19 might potentially result in the cancellation of the Tokyo 2020 Games planned for 2021. This would have a significant impact on the BOA's cash flows, especially if this were to occur in the months immediately prior to the scheduled start of the Games in 2021.

The BOA has therefore deemed it appropriate to consider the impact of the games being cancelled in a range of potential scenarios and have identified that additional financial support would likely be required should the Games be cancelled later than May 2021. There is no certainty that this will be forthcoming.

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

3. Principal accounting policies (continued)

Going concern (continued)

These conditions give rise to a material uncertainty which may cast significant doubt over the Company's ability to continue as a going concern.

The directors however, consider the likelihood of a full cancellation of the Games in the months immediately prior to the event in 2021 to be unlikely. On this basis, the directors believe it is appropriate to adopt the going concern basis in the preparation of these financial statements.

Revenue

Revenue received from sponsorship income in the form of cash is recognised on a straight-line basis over the life of the relevant contractual term. The specified period of time over which the related services are performed is the sponsorship term, as set out in each individual contract. Whilst the supply of certain rights and performance obligations of the Company are weighted towards the Olympic and Olympic Winter Games, the benefit that the sponsor receives from its association with the Company is spread evenly over the contract term.

Revenue received from sponsorship in the form of value in kind (VIK) is recognised on a straight-line basis over the life of the relevant contractual term. Where the VIK is directly related to the supply of goods or services linked to an event, income is recognised at the date of supply of those goods or services.

Grants are recognised over the period necessary to match the costs to which they relate. Grants are not recognised until there is reasonable assurance that the Company will comply with the conditions attaching to them and that the grants will be receivable.

Royalty revenue agreements include minimum guaranteed amounts receivable from licensed merchandise and retail sales. Minimum guaranteed amounts are recognised when receivable. Royalty revenue over and above the minimum guaranteed amount is recognised on an accrual basis in accordance with the substance of the relevant agreement provided that it is probable that the economic benefits will flow to the Company and the amount of revenue can be measured reliably.

Interest income is recognised as it accrues using the effective interest rate method.

Income from fundraising, donations, members' annual subscriptions, affiliation fees and investments is taken to revenue when entitlement exists and amounts receivable can be estimated with reasonable accuracy.

Depreciation

Fixed assets are recorded at cost less accumulated depreciation. Depreciation of fixed assets is calculated to write off their cost over their estimated useful lives, which are considered to be:

Leasehold improvements	- over the remaining lifetime of the lease
Office furniture	- 5 years
Equipment	- 3 years
Website	- 3 years

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

3. Principal accounting policies (continued)

Foreign currency

Transactions denominated in foreign currencies are translated into Sterling and recorded at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currency are translated into sterling at the rates of exchange ruling at the date of the statement of financial position. Exchange profits and losses arising during the year are dealt with through the income statement.

Pension fund costs

Employees of the BOA are able to participate in a group personal pension. The pension costs represent the contributions payable to the pension in respect of the accounting period. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the statement of financial position.

Investments

Investments in listed securities are classified as basic financial instruments, and are measured at fair value at the end of the reporting period, with the resulting changes recognised in profit or loss. Where their fair value cannot be reliably measured, they are recognised at cost less impairment.

Leases

Where the BOA enters into a lease which entails taking substantially all the risks and rewards of ownership of an asset, the lease is treated as a finance lease. The asset is recorded in the statement of financial position as a tangible fixed asset and is depreciated over its estimated useful life. Future instalments under such leases, net of finance charges, are included in creditors. Rentals payable are apportioned between the finance element representing a constant proportion of the capital balance outstanding, which is charged to the income statement, and the capital element which reduces the outstanding obligation for future instalments. All other leases are accounted for as operating leases.

Rentals under operating leases are charged to the income statement on a straight line basis over the period of the lease.

Financial assets and liabilities

General

Financial instruments are recognised on the Company's Statement of Financial Position when the Company becomes a party to the contractual provisions of the instrument. Financial instruments are initially measured at transaction price unless the arrangement constitutes a financing transaction which includes transaction costs for financial instruments not subsequently measured at fair value. Subsequent to initial recognition, they are measured as set out below.

Classification

Financial instruments are classified as either 'basic' or 'other' in accordance with Chapter 11 of FRS 102.

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

3. Principal accounting policies (continued)

Financial assets and liabilities (continued)

Derecognition

Financial assets are derecognised when the contractual rights to the cash flows from the asset expire, or when the Company has transferred substantially all the risks and rewards of ownership. Financial liabilities are derecognised only once the liability has been extinguished through discharge, cancellation or expiry.

Derivative financial instruments and hedging activities

The Company uses derivative financial instruments to manage exposures to foreign currency risks, including exposures arising from unrecognised committed future transactions.

Derivative financial instruments are classified as other financial instruments.

Hedging

The Company uses derivative financial instruments to provide a fair value hedge.

This instrument hedges the exposure to changes in fair value of a recognised or unrecognised asset or liability.

The gain or loss on the hedging instrument is recognised in income or expenditure and as an adjustment to the carrying amount, or as an asset or liability for a firm commitment. This treatment is discontinued if the hedging instrument expires or is sold, terminated or exercised, once the Company has elected to discontinue and has documented that decision or the hedge no longer meets the criteria for hedge accounting. Any gains or losses recognised as adjustments to the carrying amount of the asset or liability are amortised into profit or loss using the effective interest method if the asset or liability is a financial instrument carried at amortised cost.

4. Significant judgements and estimates

In preparing the financial statements, management is required to make estimates and assumptions which affect reported income, expenses, assets, liabilities and disclosure of contingent assets and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

Critical judgements in applying the Company's policies:

In applying the Company's revenue recognition policy for sponsorship income, the BOA has made the judgement that sponsors will fulfil their obligations in terms of both cash and VIK consideration which may be receivable at a future date. This is believed to be reasonable given the Company's good relationships with, and the sound financial standing of those sponsors.

Critical accounting estimates and assumptions:

There are no accounting estimates or assumptions which have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

5. Revenue

Revenue recognised in the statement of income and retained earnings is analysed as follows:

	2019	2018
	£	£
Sponsorship income	10,400,894	7,753,836
Royalty income	392,587	83,936
Olympic solidarity & EOC grant income (note 9)	319,465	516,672
Other income	2,212,171	2,199,305
	<u>13,325,117</u>	<u>10,553,749</u>

6. Employees and directors

	2019	2018
	No.	No.
The average number employed by the BOA was:	<u>54</u>	<u>54</u>
The costs incurred in respect of these employees (including directors) were:		
	£	£
Wages and salaries	3,704,599	4,001,210
Social security costs	435,024	480,434
Pension costs	433,868	415,019
Other staff costs	92,009	83,623
	<u>4,665,500</u>	<u>4,980,286</u>

Directors' emoluments during the year amounted to £258,521 (2018: £461,880). Directors' pension contributions were £4,026 (2018: £10,000). The highest paid director received £117,156 by way of remuneration during the year (2018: £409,880) and pension contributions of £4,026 (2018: £10,000).

The aggregate emoluments of key management staff amounted to £206,521 (2018: £409,880).

7. Interest payable and similar charges

	2019	2018
	£	£
Interest payable on overdrafts and loans	<u>30,824</u>	<u>11,286</u>

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

8. Profit before taxation

Profit before taxation is stated after charging / (crediting):

	2019	2018
	£	£
Foreign exchange loss	4,140	10,224
Depreciation on owned assets	151,417	207,196
Operating leases	1,015,269	704,741
	<u>1,170,826</u>	<u>912,161</u>

The analysis of auditor's remuneration is as follows:

Fees payable to the Company's auditor for the audit of the Company's annual accounts	23,000	20,000
	<u>23,000</u>	<u>20,000</u>
Total audit fees	<u>23,000</u>	<u>20,000</u>
Fees payable to the Company's auditor for other services to the Company		
Tax services	3,750	3,750
Total non-audit fees	<u>3,750</u>	<u>3,750</u>

9. Olympic Solidarity & EOC grants

The aim of Olympic Solidarity and the EOC grants is to organise financial assistance to all the National Olympic Committees (NOCs), through multi-faceted programmes to help develop Olympic sport and the Olympic Movement worldwide. The funds which are distributed by Olympic Solidarity are those funds raised from broadcasting rights at the Olympic and Olympic Winter Games. It enjoys financial, technical and administrative autonomy, and reports to the International Olympic Committee Executive Board and President. During the year, the following grants were receivable from Olympic Solidarity and the EOC:

	2019	2018
	£	£
Scholarship grants for athletes	126,821	139,897
Team Support Grants	63,245	26,826
NOC administration and development	127,098	140,260
Olympic Games subsidies	2,301	209,689
	<u>319,465</u>	<u>516,672</u>

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

10. Taxation

	2019 £	2018 £
(i) <i>Current tax:</i>		
UK corporation tax at 19.00% (2018: 19.00%)	4,703	-
Total current tax charge / credit	<u>4,703</u>	<u>-</u>
(ii) <i>Deferred tax (Note 18):</i>		
Current year relating to the origination and reversal of timing differences	52,267	(101,925)
Total deferred tax (credit) / charge	<u>52,267</u>	<u>(101,925)</u>
Total tax (credit) / charge	<u><u>56,970</u></u>	<u><u>(101,925)</u></u>

(iii) *Factors affecting tax charge for the current year*

The tax assessed for the year is different than that resulting from applying the standard rate of corporation tax in the year of 19.00% (2018: 19.00%).

The differences are explained below:

	2019 £	2018 £
Profit / (loss) on ordinary activities before tax	<u>2,219,113</u>	<u>(903,155)</u>
Tax at 19.00% (2018: 19.00%) thereon:	421,631	(171,599)
Effects of:		
Expenses not deductible for tax purposes	183,432	229,428
Non-taxable UK dividend income	(19,627)	(17,854)
Chargeable gains	35,643	36,242
Tax losses (utilised) / added	(418,215)	32,601
Non-taxable income	(129,261)	(156,358)
Short term timing differences	22,270	(5,732)
Profit on sale of investments and similar income	<u>(38,903)</u>	<u>(48,652)</u>
Tax expense / (income)	<u><u>56,970</u></u>	<u><u>(101,925)</u></u>

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

11. Property, plant & equipment

Cost:	Leasehold Improvements £	Office Furniture £	Website £	Equipment £	Total £
At 1 January 2019	490,693	249,344	304,569	971,052	2,015,658
Additions	1,021,706	133,203	-	125,256	1,280,165
Disposals	<u>(399,828)</u>	<u>(143,892)</u>	<u>-</u>	<u>(546,785)</u>	<u>(1,090,505)</u>
At 31 December 2019	<u>1,112,572</u>	<u>238,656</u>	<u>304,569</u>	<u>549,523</u>	<u>2,205,320</u>
Depreciation:					
At 1 January 2019	399,828	214,111	304,569	911,430	1,829,938
Charge for the year	64,900	36,072	-	50,445	151,417
Disposals	<u>(399,828)</u>	<u>(129,326)</u>	<u>-</u>	<u>(546,785)</u>	<u>(1,075,939)</u>
At 31 December 2019	<u>64,900</u>	<u>120,857</u>	<u>304,569</u>	<u>415,090</u>	<u>905,416</u>
Net book value:					
At 31 December 2018	<u>90,865</u>	<u>35,233</u>	<u>-</u>	<u>59,621</u>	<u>185,719</u>
At 31 December 2019	<u>1,047,671</u>	<u>117,798</u>	<u>-</u>	<u>134,433</u>	<u>1,299,902</u>

12. Fixed asset investments

Cost / Valuation:	Listed Investments £	Subsidiary undertaking £	Total Investments £
At 1 January 2019	4,123,141	2	4,123,143
Additions	567,830	-	567,830
Disposals	<u>(544,603)</u>	<u>-</u>	<u>(544,603)</u>
Revaluation	<u>479,843</u>	<u>-</u>	<u>479,843</u>
At 31 December 2019	<u>4,626,211</u>	<u>2</u>	<u>4,626,213</u>

The BOA's credit facility is secured on the listed investments portfolio. The portfolio is held at fair value, with movements in fair value recognised in the income statement. The fair value has been determined using the quoted market price in an active market. Disposals are recognised using sales proceeds received.

The subsidiary undertaking relates to Team GB Limited, which is wholly owned by the BOA. Team GB Limited is a dormant company and the registered office is 101 New Cavendish Street, London, W1W 6XH

The British Olympic Association

Report and financial statements 2019

Notes to the accounts

Year ended 31 December 2019

13. Derivative financial instruments at fair value through profit or loss

The Company utilises forward exchange rate contracts to hedge the risk of variability in the Sterling value of foreign currency to be received due to variances in future GBP / USD / JPY foreign exchange rates. The financial instruments designated as hedging instruments and their fair values are shown below:

Counterparty	Value Date	Nominal Value	Fair value Asset / (Liability) 2019 £	Fair value Asset / (Liability) 2018 £
Lloyds Banking Group	26/07/2019	¥16,000,000	-	327
Lloyds Banking Group	27/08/2019	¥24,000,000	-	507
Money Corp	31/12/2019	\$500,000	-	(15,313)
Lloyds Banking Group	31/12/2019	\$500,000	-	(29,860)
Alpha FX	31/12/2019	\$500,000	-	(27,095)
Lloyds Banking Group	31/12/2019	\$500,000	-	(21,592)
Lloyds Banking Group	25/02/2020	¥24,000,000	(5,717)	-
Lloyds Banking Group	25/02/2020	¥24,850,000	(2,102)	-
Lloyds Banking Group	27/04/2020	¥16,000,000	(3,943)	-
Lloyds Banking Group	27/04/2020	¥16,900,000	(1,535)	-
Lloyds Banking Group	27/07/2020	¥16,000,000	(4,201)	-
Lloyds Banking Group	27/07/2020	¥16,900,000	(1,693)	-
Lloyds Banking Group	25/09/2020	¥22,000,000	(6,042)	-
Lloyds Banking Group	25/09/2020	¥23,100,000	(2,614)	-
Money Corp	31/12/2020	\$1,450,000	(13,453)	-
Lloyds Banking Group	31/12/2020	\$1,450,000	(77,114)	-
Alpha FX	31/12/2020	\$1,450,000	(63,360)	-
Lloyds Banking Group	31/12/2020	\$1,450,000	(52,748)	-
Current Financial (Liability)/Asset			<u>(234,522)</u>	<u>(93,026)</u>
Lloyds Banking Group	25/02/2020	¥24,000,000	-	422
Lloyds Banking Group	27/04/2020	¥16,000,000	-	249
Lloyds Banking Group	27/07/2020	¥16,000,000	-	157
Lloyds Banking Group	25/09/2020	¥22,000,000	-	122
Money Corp	31/12/2020	\$1,450,000	-	(32,881)
Lloyds Banking Group	31/12/2020	\$1,450,000	-	(90,582)
Alpha FX	31/12/2020	\$1,450,000	-	(83,468)
Lloyds Banking Group	31/12/2020	\$1,450,000	-	(66,590)
Non-Current Financial (Liability)/Asset			<u>-</u>	<u>(272,571)</u>

The hedged items represent unrecognised committed future foreign currency receivables as shown below:

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

13. Derivative financial instruments at fair value through profit or loss (continued)

Counterparty	Value Date	Nominal Value	Fair value Asset / (Liability) 2019 £	Fair value Asset / (Liability) 2018 £
Intercontinental Yokohama	26/07/2019	¥16,000,000	-	(327)
Keiku Ex Inn	27/08/2019	¥24,000,000	-	(507)
Current Financial (Liability)			-	(834)
International Olympic Committee	31/12/2019	\$2,000,000	-	93,860
Keiku Ex Inn	25/02/2020	¥24,000,000	5,717	-
Keiku Ex Inn	25/02/2020	¥24,850,000	2,102	-
Intercontinental Yokohama	27/04/2020	¥16,000,000	3,943	-
Intercontinental Yokohama	27/04/2020	¥16,900,000	1,535	-
Intercontinental Yokohama	27/07/2020	¥16,000,000	4,201	-
Intercontinental Yokohama	27/07/2020	¥16,900,000	1,693	-
Intercontinental Yokohama	25/09/2020	¥16,000,000	4,394	-
Intercontinental Yokohama	25/09/2020	¥16,900,000	1,912	-
Keiku Ex Inn	25/09/2020	¥6,000,000	1,648	-
Keiku Ex Inn	25/09/2020	¥6,200,000	702	-
International Olympic Committee	31/12/2020	\$1,450,000	13,453	-
International Olympic Committee	31/12/2020	\$4,350,000	193,223	-
Current Financial Asset			234,522	93,860
Keiku Ex Inn	25/02/2020	¥24,000,000	-	(422)
Intercontinental Yokohama	27/04/2020	¥16,000,000	-	(249)
Intercontinental Yokohama	27/07/2020	¥16,000,000	-	(157)
Intercontinental Yokohama	25/09/2020	¥16,000,000	-	(89)
Keiku Ex Inn	25/09/2020	¥6,000,000	-	(33)
Non-Current Financial (Liability)			-	(950)
International Olympic Committee	31/12/2020	\$1,450,000	-	32,881
International Olympic Committee	31/12/2020	\$4,350,000	-	240,640
Non-Current Financial Asset			-	273,521

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

14. Debtors: amounts falling due within one year

	2019	2018
	£	£
Trade receivables	1,725,782	4,079,212
Allowance for estimated irrecoverable amounts of trade receivables	-	(520)
Net trade receivables	<u>1,725,782</u>	<u>4,078,692</u>
Other debtors	142,262	105,202
Prepayments and accrued income	<u>2,534,286</u>	<u>969,812</u>
	<u><u>4,402,330</u></u>	<u><u>5,153,706</u></u>

15. Creditors

	2019	2018
	£	£
Amounts falling due within one year		
Trade payables	295,905	331,393
Other taxation and social security	710,511	700,895
Other creditors	369,076	290,322
Current cumulative hedging gain (note 13)	-	834
Current derivative financial liability (note 13)	234,522	93,026
Current loan financial liability	658,683	-
Accruals and deferred income	<u>4,576,599</u>	<u>4,382,657</u>
Amounts falling due within one year	<u><u>6,845,296</u></u>	<u><u>5,799,127</u></u>
Amounts falling due after more than one year		
Non-current cumulative hedging gain (note 13)	-	950
Non-current derivative financial liability (note 13)	-	272,571
Non-current loan financial liability	<u>965,337</u>	<u>-</u>
Amounts falling due after more than one year	<u><u>965,337</u></u>	<u><u>273,521</u></u>

In addition to the loan, the BOA had a £2m credit facility (2018: £2m) with its bankers at the date of the statement of financial position. No value had been drawn against the facility at the year end (2018: £Nil).

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

17. Financial Instruments

	2019 £	2018 £
Financial assets:		
Financial assets measured at amortised cost	2,325,782	4,078,692
Financial assets measured at fair value through profit or loss account	4,626,213	4,123,141
Other financial assets	-	1,784
Cumulative hedging loss	234,522	367,381
	<u>7,186,517</u>	<u>8,570,998</u>
Financial liabilities:		
Financial liabilities measured at amortised cost	1,919,925	331,393
Cumulative hedging gain	-	1,784
Other financial liabilities	234,522	367,381
	<u>2,154,447</u>	<u>700,558</u>

18. Deferred tax

The deferred tax assets and liabilities at the end of the reporting period arise on the following timing differences, tax losses or tax credits:

	Fair value gains	Total
<i>Deferred tax liabilities:</i>		
At 1 January 2018	376,955	376,955
Credited to the income statement	<u>(101,925)</u>	<u>(101,925)</u>
At 31 December 2018	275,030	275,030
Charged to the income statement	<u>56,970</u>	<u>56,970</u>
At 31 December 2019	<u>332,000</u>	<u>332,000</u>

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

18. Deferred tax (continued)

Deferred taxation is provided on the liability method to take account of timing differences between certain items for accounts purposes and their treatment for tax purposes. A deferred tax asset has not been recognised in respect of timing differences relating to losses as there is insufficient evidence that the asset will be recovered. The amount of miscellaneous losses not recognised is £2.5mm (2018: £4.7m). This in turn results in a deferred tax asset not recognised of £0.5m (2018: £0.9m) measured at the rate enacted for the following year.

19. Operating lease arrangements

Non-cancellable operating lease rentals are payable as follows:

	2019 £	2018 £
Within one year	179,612	299,709
Within two to five years	2,740,626	3,086
Total	<u>2,758,050</u>	<u>302,795</u>

20. Pension costs

The BOA contributes 10% of pensionable salary in respect of eligible employees to a group personal pension. From April 2018 the BOA introduced a pension salary exchange scheme which was taken up by all eligible staff. The BOA's contributions in the year were £433,868 (2018: £415,019) and outstanding contributions as at 31 December 2019 were £35,490 (2018: £Nil).

21. Related parties

British Olympic Foundation (BOF)

BOF is a registered charity and a company limited by guarantee whose main objective is the promotion and advancement of public education to increase knowledge in all aspects of the Olympic Movement, sport, sporting activity and other forms of physical education and recreation.

A number of employees of the BOA support BOF on a part time basis. All appointments to the board of Trustees of BOF must be approved by the BOA.

The BOA was entitled to charge the BOF a license fee to occupy its office premises of £7,000 per six months (2018: £14,000 p.a.) and service charges of £1,062 per six months (2018: £2,124 p.a.). This entitlement was waived in 2019; during the year £Nil (2018: £Nil) was charged by the BOA to the BOF under this arrangement.

During 2019, a donation of £59,886 (2018: £53,194) was made to BOF in relation to staffing costs covering the employees of the BOA who provide a service to the BOF. The BOA also donated £8,062 (2018: £16,124) in relation to waived licence fee and £180,000 non-restricted cash (2018: £250,000).

As at 31 December 2019 there was a balance due from the BOF to the BOA of £9,866 (2018: £4,560).

The British Olympic Association

Report and financial statements 2019

Notes to the accounts Year ended 31 December 2019

21. Related parties (continued)

2016 Crest Holding Limited

During 2016, in collaboration with the British Paralympic Association, the BOA formed a joint venture company, 2016 Crest Holding Limited, a company limited by guarantee which has remained dormant since incorporation. The BOA's liability on winding up is limited to £10.

Other related parties

David Ross is the ultimate controlling party of Simon Jersey Limited. Simon Jersey Limited has been appointed as an official supplier to the BOA. During the year, under a value-in-kind arrangement, Simon Jersey Limited and the Company exchanged value-in-kind goods and services valued at £Nil (2018: £43,000) and cash goods and services valued at £Nil (2018: £Nil). As of 31 December 2019 £Nil was outstanding (2018: £Nil).

Ben Hawes is a director of the Company and Chair of the Athletes' Commission. The Company has entered into a consultancy agreement with Ben Hawes for the provision of services in relation to his role as Chair of the Athletes' Commission. During the year £25,000 was charged to the BOA under this agreement (2018: £20,000) and £4,167 was outstanding at the year end (2018: £3,333).

During 2019 the BOA became a founding member of GB Sport Media Limited (GBSM) with the BPA, and ten National Governing Bodies. As of the year end there was £36,000 owed to GBSM by the BOA (2018: £Nil).

As at 31 December 2019, there was £Nil outstanding to directors who had served during the year (2018: £Nil) and there was £Nil outstanding from directors to the BOA (2018: £1,200).

22. Subsequent Events

The COVID-19 global pandemic broke out early in 2020 which had a material impact on the BOA's preparation for Tokyo 2020 through both disruptions to supply chains and by the impact of lockdown.

The UK lockdown commenced on 23 March 2020. On the following day the IOC and the Japanese Government jointly announced the official postponement of Tokyo 2020 into the calendar year 2021. On 30 March 2020 the new dates for Tokyo 2020 were confirmed to be between 23 July and 8 August 2021. Despite the Games taking place during 2021 the Olympic Games will continue to be branded as Tokyo 2020.